



TIGBRIEF

JAN - FEB 2003

THE INSPECTOR GENERAL OF THE AIR FORCE

**INSPECTION
DIGEST
2003**

TIG BRIEF

JAN - FEB 2003

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THE INSPECTOR GENERAL BRIEF

AFRP 90-1
January - February 2003
Volume 55 Number 1

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TIG Brief (ISSN 8750-376X) is published bimonthly by the Air Force Inspector General, Air Force Inspection Agency, Kirtland Air Force Base, New Mexico 87117-5670. *TIG Brief* (AFRP 90-1) provides authoritative guidance and information to commanders, inspectors general, inspectors and other Air Force leaders at all levels of command. Periodicals mailing privileges postage paid at the United States Post Office, St. Louis, MO 63155 and additional mailing offices. Address correspondence to HQ AFIA/CVP, 9700 G Ave. SE, Suite 350V, Kirtland AFB, NM 87117-5670. E-mail address:

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The phone number is DSN 246-1864 or commercial (505) 846-1864. You can also read the magazine online at <https://www-4afia.kirtland.af.mil/tig-brief>

No payment can be made for manuscripts submitted for publication in *TIG Brief*. Contributions are welcome, as are comments. The editor reserves the right to make editorial changes in manuscripts. Air Force organizations are authorized to reprint articles from *TIG Brief* provided proper credit is given.

The contents of this magazine are nondirective and should not be construed as instructions, regulations, technical orders or directives unless so stated.

Distribution is via direct mail. POSTMASTER: Send address changes to: *TIG Brief* Editor, HQ AFIA/CVP, 9700 G Ave. SE, Suite 350V, Kirtland AFB, NM 87117-5670.

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From the TOP



Welcome to the 2003 Inspection Digest, a special edition of *TIG Brief* magazine. It's a reference that I recommend you keep on your shelf because it is filled with useful information that will help you throughout the year as you work IG issues and prepare for inspections.

This is *not* last year's Digest; besides updates, you'll find new material.

You will find explanations of the five mission areas within the Air Force IG, an IG "yellow pages," including numbers for each IG office in the Air Force, and a listing of the current Special Interest Items at Air Force and major command levels.

Some of the other unique features in this edition include the best places to find best practices, an updated list of field operating agencies and direct reporting units that are subject to compliance inspections, and a summary of the Air Force Inspection Agency's Eagle Looks (management reviews) from fiscal 2002. We've also included a bit of history about the IG as well as a background piece on the tradition of the unit coin.

Finally, if you need to locate a specific article that you read last year, check out the *TIG Brief* 2002 Article Index near the back of this special edition.

The inspection community is charged with the duty of ensuring the readiness of our forces and helping to make the U.S. Air Force more efficient and effective.

TIG Brief shares that responsibility and continually seeks to offer commanders guidance to prepare for inspections and equip their forces with the skills and the resources they will need in the 21st century. We truly are "here to help."

RAYMOND P. HUOT
Lieutenant General, USAF
The Inspector General

Write You Are!

If you have a story you'd like to tell the IG community, here's some advice on getting it into print in *TIG Brief*:

- **Keep it short.** Articles should be no more than 800 words (less than two double-spaced pages).
- **Keep it simple.** Stories should be told so simply that readers outside the IG arena can understand them.
- **Keep it moving.** Write in an active voice, which means avoiding is, are, was and were, four words guaranteed to render readers unconscious.

- **Spell it out.** Explain jargon and spell out acronyms. Assume that you're the only one who knows what you're talking about.
- **Check it out.** Double-check your facts.
- **Check it off.** Route your first draft through your chain of command.

Then send it to:
tigbrief@kirtland.af.mil



Secretary of the Air Force IG

Why we say, 'We're here to help'

You've probably heard the IG say, "we're here to help," but what does that really mean?

Take a look at the way the Air Force Inspector General is structured with its various missions and you will take away some insight into why this phrase really is an accurate assessment of the IG's purpose. The Air Force Inspector General office provides benefits to organizations and individuals across the Air Force in different ways.

SAF/IG concentrates on problems that keep people from accomplishing their mission effectively and efficiently. SAF/IG's policy and guidance also help MAJCOM and wing IGs carry out their duties more effectively.

The Air Force IG's umbrella of responsibility emanates from the Title 10 requirement to report to the Secretary of the Air Force or the Air Force Chief of Staff on the discipline, efficiency and economy of the Air Force, and perform other duties prescribed by the Secretary or the Chief of Staff. The latter responsibility has translated into a myriad of oversight and policy-making requirements that are concentrated on inspection policy; intelligence oversight; criminal investigations; counterintelligence operations; the AF complaints program; and the fraud, waste and abuse (FWA) program.

To meet these responsibilities, SAF/IG has four headquarters directorates and two Field Operating Agencies (FOAs).

The Inquiries Directorate plans, initiates, guides, evaluates and processes administrative IG investigations, providing factual reports of investigation to support decision-making by commanders and assigned personnel.

Basically, this directorate provides policy and guidance, analyzes complaints, delegates investigative responsibility, and then provides after-action oversight for individual units and MAJCOMs so they can resolve complaints or FWA charges against non-senior officials. They also conduct investigations as directed by SAF/IG.

The inquiries program governed by this directorate, ultimately, is designed to help get individuals focused back on the mission.

Along similar lines, the Senior Official Inquiries Directorate conducts thorough, accurate and timely investigations of all allegations of misconduct by Air



Force senior officials and conducts inquiries into other matters as directed by SECAF or TIG.

The Special Investigations Directorate also helps commanders as they focus on the mission. The Directorate accomplishes this through policy development, planning, program evaluation and resourcing for the Air Force's security and investigative activities as well as for foreign counterintelligence programs.

The fourth directorate, the Inspections Directorate, helps commanders verify unit mission capability. The Inspections Directorate provides essential policy/guidance and oversight for MAJCOM IGs as they conduct readiness and compliance inspections. This directorate manages the Air Force Special Interest Item (SII) program and interfaces routinely with the Air Force Inspection Agency (AFIA) to help identify and correct Air Force-wide problems. They also offer a one-day IG Inspectors Course to newly-assigned MAJCOM IG team members and augmentees and to other individuals on a space-available basis. The course presents the Air Force perspective of the inspection program and provides a foundation for MAJCOM-specific training.

TIG oversees two Field Operating Agencies: AFIA and the Air Force Office of Special Investigations (AFOSI). AFIA helps Air Force leadership with independent assessments of mission capability, health care and resource management. AFIA recommends improvements to existing processes, policies and programs for fulfilling peacetime, contingency and wartime missions.

The AFOSI helps commanders of all Air Force activities with professional investigative service. The primary responsibilities of AFOSI are criminal investigative and counterintelligence services. The OSI seeks to identify, investigate and neutralize espionage, terrorism, fraud and other major criminal activities that may threaten Air Force and Department of Defense resources.

SAF/IG's HQ staff and FOAs clearly have different missions, but even this brief review of those missions should highlight one common focus: Remember when you hear that the IG "is here to help," the IG really is here to help you accomplish your Air Force mission effectively and efficiently! ★

<http://www.ig.hq.af.mil>

AIR FORCE INSPECTION AGENCY

Assesses mission capability, health care, resource management

The Air Force Inspection Agency, with headquarters at Kirtland Air Force Base, N.M., is a field-operating agency that reports to the Secretary of the Air Force Inspector General.

AFIA's mission is to provide Air Force senior leaders independent assessments of mission capability, health care and resource management. AFIA recommends improvements to Air Force processes, policies and programs for fulfilling peacetime, contingency and wartime missions.

AFIA has 119 personnel, including 100 military and 19 civilians on staff.

The agency is organized into three inspection directorates: Acquisition and Logistics, Field Operations, Medical Operations.

PRODUCTS AND SERVICES

The agency has five major missions:

- Conducts management reviews, known as Eagle Looks. These reviews, conducted by trained inspectors, are aimed at ensuring Air Force programs and processes function as intended to achieve core capabilities. Eagle Looks span the spectrum of Air Force operations including logistics, support, acquisition and medical functions and normally culminate in a written report and executive briefing. The report and briefing provide Air Force senior leaders with findings and recommendations to improve their programs. Fully trained and experienced inspectors have conducted reviews on Air and Space Expeditionary Force Expeditionary Combat Support, Interoperability in Systems Acquisition, Post Award Risk Management in Weapon Systems Acquisition, Dedicated Crew Chief Program, Technology Insertion Process, Critical Technology and Information Protection, Management of Deployed Equipment, In-Transit Visibility of Air Force Unit Movements, Operational Risk Management, Measuring and Reporting Air Force Readiness, Reserve and Guard Mobilization Force Process, and Security Clearance Requirements.

- Conducts Health Services Inspections assessing medical readiness, management effectiveness and quality of health care delivery at all Air Force medical units.



Additionally, by agreement with the Nuclear Regulatory Commission, AFIA inspects all radioactive material permits held by the Air Force.

- Publishes *TIG Brief* magazine, an Air Force-wide publication that provides authoritative guidance and information to commanders, inspectors general, inspectors, supervisors and leaders at all levels of command. *TIG Brief* includes articles

on best practices, anticipated or actual problems; recommendations to improve management; safety; security; inspection and operational techniques; and contemporary Air Force issues. Published since 1943, it is the Air Force's oldest publication.

- Conducts compliance inspections for field operating agencies (FOAs) and direct reporting units (DRUs) which have no major command IG.

- Conducts special reviews. These are high priority and sensitive investigations directed by The Inspector General (TIG) that can be of significant interest to the Secretary of the Air Force, Congress, the public or the media. AFIA recently completed a special review on the Civil Air Patrol.

HISTORY

AFIA traces its roots to 1927 with the establishment of the Inspection Division under the chief of the Air Corps. The new division performed technical inspections to support flight safety objectives. By the end of World War II, this function was aligned under the Office of the Air Inspector.

In 1948, after the Air Force became a separate department, the Air Force chief of staff designated the Office of the Inspector General to oversee all inspection and safety functions.

In the 1950s, all of these activities were consolidated at Norton AFB, Calif. In 1971, the Air Force Inspection and Safety Center was activated there.

The center was divided into AFIA and the Air Force Safety Center in 1991. Both organizations moved to Kirtland in 1993 due to the closure of Norton. ☼

<https://www-4afia.kirtland.af.mil>

Two units that complement the inspection universe

PAIR OF KEY PLAYERS:

Implements AF Medical Service policy

The Air Force Medical Operations Agency (AFMOA) is a field-operating agency (FOA) under the Air Force Surgeon General. There are two directorates: Operational Health Support and Community Health Support. These consist of nine divisions located at Bolling AFB, D.C.; Brooks AFB, Texas; and Colorado Springs, Colo.



AFMOA ...

... implements Air Force Medical Service policy
... facilitates the execution of procedures, processes and programs in aerospace medicine, preventive health, clinical health care, research and biometrics
... enhances force readiness and the building of healthy communities throughout the Air Force
... supports a \$6.2 billion program with 43,000 medical personnel, 74 medical treatment facilities, and over 2.4 million beneficiaries.

Mission

Optimizes Air Force global capability by providing dynamic leadership, the best tools and aggressive support.

Vision

Operational and Community Health Leadership and Support for a Fit and Healthy Global Force

Champions Innovation

AFMOA counts these innovations among its many successes:

- Computerized patient records and voice recognition
- Population Health
- Primary/Specialty Care Optimization
- Air Force Suicide Prevention Program adopted nationally
- Nonlethal weapons research

Divisions and Product Lines

Operational Health Support Directorate

- Aerospace Medicine Division
- Environmental & Occupational Health Division
- Prevention Division
- Radiation Protection Division

Community Health Support Directorate

- Clinical Quality Management Division
- Community Prevention Division
- Clinical Optimization and Integration Division
- Center of Excellence for Medical Multimedia
- Population Health Support Division

TIG Brief thanks Ms. Betty Anne Mauger of Air Force Surgeon General Public Affairs for coordinating and updating this information.

<https://www.afms.mil/>

AFAA & AFMOA

Providing objective, quality audits

The Air Force Audit Agency (AFAA), headquartered in the National Capital Region, provides all levels of Air Force management with independent, objective and quality audit services.

The Air Force internal audit function, by law, is the responsibility of the Secretary of the Air Force. The secretary delegated authority for accomplishing the internal audit mission to The Auditor General of the Air Force, who heads the agency.

The agency is authorized to independently select Air Force active and reserve force activities for audit, determine the scope of audit work and report audit results. The agency provides centrally directed and installation-level audit services tailored to a particular purpose and level of management and provides limited consulting services.

Centrally Directed Audits

The agency performs about 100 centrally directed audits each year to evaluate and identify problems that impact the Air Force as a whole. These Air Force-wide evaluations primarily serve Headquarters Air Force and major commands and are often accomplished concurrently at multiple locations. Agency personnel address resulting reports to Headquarters Air Force or the major commands for corrective action. In addition,

the Air Staff; Secretariat; Office of the Inspector General, Department of Defense; and General Accounting Office receive copies of all audit reports resulting from centrally directed audits.

Installation-Level Audits

These single-site audits provide local managers with objective evaluations of their operations. The audit results reflect conditions existing at the specific site audited and are included in reports addressed to the unit and appropriate major command. The agency performs about 1,000 installation-level audits annually.

Additional Information and Point of Contact

The Air Force Audit Agency is committed to providing value-added audit service to Air Force management. For more information, visit our web site below. If your organization desires one of our services, contact the agency's Operations Directorate, DSN 426-8026. Staff personnel will direct you to the appropriate audit directorate. ✪

TIG Brief thanks Mr. Jerry Adams of AFAA for coordinating this contribution. Mr. Adams also rides herd on the agency's audit summaries that can be found in every TIG Brief edition.



<https://www.afaa.hq.af.mil>

AF OFFICE OF SPECIAL INVESTIGATIONS

Criminal, threat-detection investigations

The Air Force Office of Special Investigations (OSI) is a field operating agency headquartered at Andrews AFB, Md. The agency reports to The Inspector General, Office of the Secretary of the Air Force.

Since its inception on Aug. 1, 1948, OSI has provided professional, independent, unbiased and centrally directed investigations of criminal activity in the Air Force. Its primary responsibilities are criminal and threat-detection investigations. OSI seeks to identify, investigate and neutralize espionage, terrorism, fraud, information-systems intrusions, and other criminal activities that threaten Air Force and Department of Defense resources.

More than 2,400 people comprise OSI. These include active-duty officers, enlisted personnel, civilians and Reservists. Of this number, more than 1,800 are special agents.

OSI recruits and trains its own special agents, made up of officers, enlisted personnel and civilians. All agents receive their entry-level training at the Federal Law Enforcement Training Center in Glynco, Ga. After completing an 11-week Criminal Investigator Training Program, they spend six weeks in OSI-specific coursework.



Together, the courses offer training in firearms and other weapons, defensive tactics, forensics, surveillance and surveillance detection, antiterrorism techniques, crime-scene processing, interrogations and interviews, court testimony, and military and federal law.

Some OSI agents attain further training in economic crime, antiterrorism, counterintelligence and other investigative specialties. Selected others are trained in special technical skills, such as electronics and photography to perform technical surveillance countermeasures. Certain experienced agents are selected for

polygraph duties and attend a 14-week Department of Defense course to acquire the necessary skills.

OSI's organization consists of eight field investigation regions, eight field investigation squadrons and more than 180 detachments and

operating locations worldwide.

Numerous OSI specialists provide invaluable support to the successful resolution of investigations. These specialists include polygraphists, behavioral scientists, technical specialists and forensics science consultants.

Another area of specialty within OSI is the field of computers. The Air Force's cutting-edge role in information technology has earned OSI status as DoD's executive agent for the Defense Cybercrime Center, which provides state-of-the-art electronic forensic services and cyber investigative and operational support to customers within DoD. ★

<http://www.dtic.mil/afosi>

EAGLE LOOKS

FY 02

Here, in alphabetical order, are the Eagle Looks (management reviews) accomplished by the Air Force Inspection Agency in fiscal year 2002. Eagle Looks are independent, objective assessments of programs and processes with Air Force-wide impact. Each

review culminates in a published report. To request a hard copy, e-mail the agency's Operations Support Division:

hqafia.cvs@kirtland.af.mil

Critical Technology and Information Protection (CTIP)

Assesses the execution of processes and plans to protect critical acquisition program technology and information.

Dedicated Crew Chief (DCC)

Assesses units' capacity to sustain DCC programs.

Expeditionary Combat Support (ECS) for Aerospace

Expeditionary Forces (AEF)

Assesses ECS of contingencies by, first, examining requirements development for ECS, and, second, by assessing the impact of unit type code (UTC) revisions and the AEF ECS sourcing and tasking processes for support of contingency operations.

Guard and Reserve

Mobilization Force Process (MFP)

Assesses the effectiveness and efficiency of the Air Reserve Component (ARC) mobilization process.

In-Transit Visibility (ITV)

of Air Force Unit Movements

Assesses the effectiveness of unit line number (ULN) ITV for air movement of personnel and cargo.

Interoperability

in Systems Acquisition (ISA)

Assesses Air Force acquisition processes' ability to provide interoperable systems and identify any improvements to those processes. In addition, provides insight into the impact of new DoD 5000 series guidance on any improvements identified by the assessment.

Management of Deployed Equipment (MDE)

Assesses the Air Force's ability to maintain accountability of deployed equipment.

Measuring and Reporting

Air Force Readiness

Reviews various readiness measuring and reporting tools including operational readiness inspections (ORI), the Status of Resources and Training System (SORTS), the Air and Space Expeditionary Force (AEF) unit type code (UTC) Reporting Tool (ART), the Performance Management Program (PMP) and exercises.

Post Award Risk Management (PARM) in Weapon System Acquisitions

Assesses the execution of risk management plans and processes during the system development and demonstration (SDD) phase of Air Force acquisition programs.

Operational Risk Management (ORM)

Assesses ORM integration throughout the Air Force.

Security Clearance

Requirements (SCR)

Assesses effectiveness of the Air Force process to identify, establish and maintain SCRs.

Technology Insertion into Air Logistics Center (ALC)

Depot Maintenance

Identifies barriers to inserting new and emerging technologies into ALC depot-level maintenance processes, equipment and tools. Recommends process solutions to minimize or eliminate those barriers.

LEGAL BRIEFING

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wayne.wisniewski@kirtland.af.mil

FOR TODAY'S AEF,

TROOPS SHOULD GET

- **THE LOWDOWN ON LOAC**
- **UPDATES ON UCMJ**
- **INSIGHT ON INTERNATIONAL**

Uniform Code of Military Justice (UCMJ), the Law of Armed Conflict (LOAC) and international law have never been more important in today's fast-paced global environment.

To meet the needs of our air and space expeditionary force culture, today's UCMJ briefings should be living and vibrant, ensuring a broad understanding, not only of the punitive articles that bear repeating to ensure good order and discipline, but of timely and topical issues. Senior leaders should expect an enhanced briefing.

A solid UCMJ briefing should include:

- Article 2, 10 U.S. Code paragraph 802. This clearly includes prisoners of war as within the scope of and subject to the UCMJ.
- Article 21, 10 USC paragraph 821. This states that court-martial jurisdiction does not deprive military commissions of jurisdiction.
- Article 36, 10 USC paragraph 836. This provides a source of authority to the president to prescribe rules for cases arising under the UCMJ triable before military commissions.
- Articles 104, *Aiding the Enemy*, and 106, *Spies*, provide for trials before military commissions.

LOAC and

International Law

Similarly, an understanding of LOAC and basic international law is essential to efficient and effective global operations. Legal support core competencies include authoritative counsel and information mastery.

While our *Airman's Manual* contains sections on the Code of Conduct and LOAC, including protected symbols (such as the Red Cross and Red Crescent), our airmen deserve a LOAC brief-

ing with real-life examples. *The Air Force Operations Law Guide* serves as a valuable resource for developing useful LOAC briefings.

Legal office personnel are and must continue to be able to provide authoritative counsel on such LOAC terms as "non-combatant," "military necessity," and "collateral damage," as they do with punitive UCMJ articles.

Also essential is knowledge of applicable international law, including relevant status of forces agreements and basic familiarity with the Geneva Convention protocols—international humanitarian law.

Aside from the fact that LOAC violations are punitive and must be reported, compliance may actually encourage enemy forces to surrender.

Our evolving AEF culture requires that we prepare not only our junior personnel but also commanders and other leaders with the tools they need to deploy. Given our "centralized command, decentralized execution" doctrine, predeparture training for deployment should include:

- deployed command relationships,
- rules of engagement, and
- fiscal law, to include operational contracting.

Through our ability to assist commanders in the application of LOAC to our operations, as Maj. Gen. Thomas J. Fiscus, The Judge Advocate General, has noted, we "enhance the warfighting readiness of the total force." ★

TIG Brief regularly publishes articles with the legal profession's perspectives on topics of interest to commanders and inspectors. The author of this edition's article is staff judge advocate for the Air Force Inspection Agency. TIG Brief also thanks Col. Will Gunn and Maj. Edwin Daniel Jr. for their assistance in preparing this article. Both are with the Office of TJAG, The Judge Advocate General of the Air Force.

THE IG PHONE BOOK



Air Mobility Command (AMC)

HQ AMC/IG

89 AW/IG
437 ABW/IG
436 AW/IG
92 ARW/IG
319 ARW/IG
6 ARW/IG
62 AW/IG
22 ARW/IG
305 AMW/IG
43 AW/IG
375 AW/IG
60 AMW/IG
HQ Defense
Courier Service/IG

Scott AFB

Andrews AFB
Charleston AFB
Dover AFB
Fairchild AFB
Grand Forks AFB
MacDill AFB
McChord AFB
McConnell AFM
McGuire AFB
Pope AFB
Scott AFB
Travis AFB
Fort Meade

IL 779-0443

MD 858-2429
SC 673-3556
DE 445-4046
WA 657-3677
ND 362-6016
FL 968-4962
WA 382-5444
KS 743-3192
NJ 650-3052
NC 424-2302
IL 576-4744
CA 837-2224
MD 622-5974/4306



Pacific Air Forces (PACAF)

HQ PACAF/IG

36 ABW/IG
354 FW/IG
3 WING/IG
15 ABW/IG
18 WING/IG
8 FW/IG
35 FW/IG
51 FW/IG
374 AW/IG

Hickam AFB

Andersen AFB
Eielson AFB
Elmendorf AFB
Hickam AFB
Kadena AB
Kunsan AB
Misawa AB
Osan AB
Yokota AB

HI 315-449-3900

Guam 315-366-5258
AK 317-377-1322
AK 317-552-8931
HI 315-449-0477
Japan 315-634-7622
S Korea 315-782-4850
Japan 315-226-3515
S Korea 315-784-5102
Japan 315-225-7262



Air Combat Command (ACC)

HQ ACC/IG

2 BW/IG
9 RW/IG
27 FW/IG
355 WING/IG
7 BW/IG
33 FW/IG
53 WG/IG
28 BW/IG
388 FW/IG
49 FW/IG
1 FW/IG
65 ABW/IG
5 BW/IG
347 WING/IG
366 WING/IG
99 ABW/IG
55 WING/IG
20 FW/IG
4 FW/IG
552 ACW/IG
509 BW/IG

Langley AFB

Barksdale AFB
Beale AFB
Cannon AFB
Davis-Monthan AFB
Dyess AFB
Eglin AFB
Eglin AFB
Ellsworth AFB
Hill AFB
Holloman AFB
Langley AFB
Lajes Field
Minot AFB
Moody AFB
Mt Home AFB
Nellis AFB
Offutt AFB
Shaw AFB
Seymour Johnson AFB
Tinker AFB
Whiteman AFB

VA 574-8700

LA 781-5049
CA 368-9346
NM 681-7776
AZ 228-3558
TX 461-1539
FL 875-4001
FL 872-5966
SD 675-6070
UT 777-3620
NM 572-2123
VA 574-5162
Azores 535-3264
ND 453-3076
GA 460-3341
ID 728-2636
NV 682-9974
NE 271-7167
SC 965-1948
NC 722-0013
OK 339-2051
MO 975-7139



Air Force Special Operations Command (AFSOC)

HQ AFSOC/IG

16 SOW/IG

Hurlburt Field

Hurlburt Field

FL 579-2256/2876

FL 579-4439/5567



AF Reserve (AFRC)

HQ AFRC/IG

459 AW/IG
917 WG/IG
940 ARW/IG
315 AW/IG
305 RQS/IG
HQ ARPC/IG
22 AF/IG
94 AW/IG
512 AW/IG
919 SOW/IG
434 ARW/IG
419 FW/IG
482 FW/IG
403 WG/IG
433 AW/IG
944 FW/IG
4 AF/IG
452 AMW/IG
908 AW/IG
446 AW/IG
931 ARG/IG
514 AMW/IG
440 AW/IG
934 AW/IG
10 AF/IG
301 FW/IG
926 FW/IG
914 AW/IG
953 RSPTS/IG
920 RQG/IG
302 AW/IG
911 AW/IG
939 RQW/IG
340 FTG/IG
932 AW/IG
927 ARW/IG
916 ARW/IG
507 WG/IG
513 ACG/IG
349 AMW/IG
439 AW/IG
442 FW/IG
913 AW/IG
445 AW/IG
910 AW/IG

Robins

Andrews
Barksdale
Beale AFB
Charleston
Davis-Monthan
Denver
Dobbins
Dobbins
Dover AFB
Eglin AFB
Grissom
Hill AFB
Homestead
Keesler AFB
Kelly AFB
Luke AFB
March AFB
March AFB
Maxwell
McChord
McConnell
McGuire
Mitchell
Mpls-St. Paul
NAS JRB
NAS JRB
NAS JRB
Niagara Falls
Norfolk
Patrick AFB
Peterson
Pittsburg
Portland
Randolph
Scott AFB
Selfridge
Seymour Johnson
Tinker AFB
Tinker AFB
Travis AFB
Westover
Whiteman
Willow Grove
Wright-Patterson
Youngstown

Direct Reporting Units (DRUs)

HQ USAFA/IG

11 WING/IG

USAF A

Bolling

Air Intelligence Agency

HQ AIA/IG

Lackland

National Guard Bureau

NGB/IG

Crystal

AFB **GA** **497-1493**
 AFB MD 857-7121
 e AFB LA 781-7282
 B CA 368-1940
 on AFB SC 673-6351
 onthan AFB AZ 228-6859
 CO 926-6312
 ARB GA 625-4517
 ARB GA 625-3298
 FB DE 445-5127
 B FL 875-6571
 ARB IN 928-2271
 S UT 777-3119
 ead ARB FL 791-7306
 AFB MS 597-0767
 B TX 969-3385
 B AZ 896-6682
 RB CA 447-5692
 RB CA 947-4478
 AFB AL 493-3353
 d AFB WA 382-5550
 nell AFB KS 743-5511
 e AFB NJ 650-4522
 IAP-ARS WI 950-6025
 Paul IAP ARS MN 783-1298
 B Fort Worth TX 739-5181
 B Fort Worth TX 739-6956
 B New Orleans LA 678-9777
 Falls ARS NY 238-3192
 Naval Base VA 836-6797
 AFB FL 854-9008
 AFB CO 834-8133
 gh IAP ARS PA 277-8133
 IAP OR 638-4094
 h AFB TX 487-1178
 B IL 779-7044
 ANGB MI 273-5652
 -Johnson AFB NC 722-2205
 FB OK 884-6910
 FB OK 884-6910
 FB CA 837-3922
 r ARB MA 589-3137
 an AFB MO 975-4008
 Grove ARS PA 991-1989
 Patterson AFB OH 787-9902
 own-Warren ARS OH 346-1172
DRUs)
Academy **CO** **333-3490**
AFB **D.C.** **754-8814**
 d AFB TX 969-2891
 City VA 327-2507/2487



Air Education and Training Command (AETC)

HQ AETC/IG **Randolph AFB** **TX** **487-2407**
 97 AMW/IG Altus AFB OK 866-6370
 14 FTW/IG Columbus AFB MS 742-2927
 17 TRW/IG Goodfellow AFB TX 477-5289
 81 TRW/IG Keesler AFB MS 597-3010
 58 SOW/IGQ Kirtland AFB NM 263-5800
 37 TRW/IG Lackland AFB TX 473-3347
 59 MDW/IG Lackland AFB TX 554-7424
 47 FTW/IG Laughlin AFB TX 732-5638
 314 AW/IG Little Rock AFB AR 731-3596
 56 FW/IG Luke AFB AZ 896-8346
 42 ABW/IG Maxwell AFB AL 493-3499
 AFOATS/IG Maxwell AFB AL 493-8825
 HQ AU/IG Maxwell AFB AL 493-6623
 CAP USAF/IG Maxwell AFB AL 493-4286
 12 FTW/IG Randolph AFB TX 487-7218
 AFRS/IG Randolph AFB TX 487-6130
 80 FTW/IG Sheppard AFB TX 736-2883
 82 TRW/IG Sheppard AFB TX 736-2031
 325 FW/IG Tyndall AFB FL 523-3274
 71 FTW/IG Vance AFB OK 448-6323
 AFIT/IG Liaison Wright-Patterson AFB OH 785-5654



Air Force Materiel Command (AFMC)

HQ AFMC/IG **Wright-Patterson AFB** **OH** **787-6331**
 AEDC/IG Arnold AFB TN 340-5202
 311 HSW/IG Brooks AFB TX 240-8380
 AFFTC/IG Edwards AFB CA 527-4888
 AAC/IG Eglin AFB FL 872-5966
 ESC/IG Hanscom AFB MA 478-1047
 OO-ALC/IG Hill AFB UT 777-5305
 377 ABW/IG Kirtland AFB NM 246-2411
 WR-ALC/IG Robins AFB GA 468-5111
 OC-ALC/IG Tinker AFB OK 339-2051
 ASC/IG Wright-Patterson AFB OH 785-0600



United States Air Forces in Europe (USAFE)

HQ USAFE/IG **Ramstein AB** **GE** **314-480-6574**
 31 FW/IG Aviano AB Italy 314-632-8649/4669
 39 WING/IG Incirlik AB Turkey 314-676-8878
 48 FW/IG RAF Lakenheath U.K. 314-226-5124
 100 ARW/IG RAF Mildenhall U.K. 314-238-7025
 AW/IG Ramstein AB GE 314-480-2457
 52 FW/IG Spangdahlem AB GE 314-452-7330



Air Force Space Command (AFSPC)

HQ AFSPC/IG **Peterson AFB** **CO** **834-7155**
 460 ABW/IG Buckley AFB CO 877-9175
 90 SW/IG Francis E. Warren AFB WY 481-4800
 341 SW/IG Malmstrom AFB MT 632-7076
 91 SW/IG Minot AFB ND 453-3215
 45 SW/IG Patrick AFB FL 854-4373
 21 SW/IG Peterson AFB CO 834-2104
 50 SW/IG Schriever AFB CO 560-3764
 30 SW/IG Vandenberg AFB CA 275-6366
 SMC/IG Los Angeles AFB CA 833-0802

Know your MAJCOM IG

**Secretary of the Air Force
Inspector General**

Lt. Gen. Raymond P. Huot
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Air Combat Command

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DSN 574-8700

<https://wwwmil.acc.af.mil/ig>

Air Education and Training Command

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felix.grieder@randolph.af.mil/ig
DSN 487-2407

<https://www.aetc.af.mil/ig>

Air Force Materiel Command

Col. Dartanian Warr
dartanian.warr@wpafb.af.mil
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<https://www.afkm.wpafb.af.mil/hq-afmc>

then click on *IG*.

Air National Guard Bureau

Mr. Cronin Byrd

cronin.byrd@ngb.af.mil DSN 327-2482 <https://airguard.af.mil/igi>

Air Force Reserve Command

Col. Robert E. Bailey
afrc.ig@afrc.af.mil
DSN 497-1493

<https://wwwmil.afrc.af.mil/HQ/IG>

Air Force Special Operations Command

Col. Bernard V. Moore II
bernard.moore@hurlburt.af.mil
DSN 579-2256

<https://www.afsoc.af.mil/milonly/ig>

Air Force Space Command

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brad.ward@peterson.af.mil
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<https://midway.peterson.af.mil/afspcig>

Air Mobility Command

Col. Thomas E. Stickford
thomas.stickford@scott.af.mil
DSN 834-7155

<https://www.amc.af.mil/ig/html/index.htm>

Pacific Air Forces

Col. David S. Fadok
david.fadok@hickam.af.mil
DSN 449-3900

<https://www.hqpacaf.af.mil/ig>

United States Air Forces in Europe

Col. David G. Curdy
usafe.ig@ramstein.af.mil
DSN 480-6574/6575

<https://wwwmil.usafe.af.mil/direct/ig/index.html>

SPECIAL INTEREST ITEMS

Special interest items (SIIs) are a means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field. The following is a schedule of SIIs to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information. MAJCOM links are at

<https://www.ig.hq.af.mil/majcom2.htm>

List current as of 1 Dec 2002.

Headquarters Air Force DSN 227-7050

Maj. Kevin Adelsen DSN 227-0167

kevin.adelsen@pentagon.af.mil

Currently no SIIs scheduled

Air Education and Training Command

Allene Craft DSN 487-5344

allene.craft@randolph.af.mil

00-1 Cockpit/Crew Resource Management (CRM)
Program 31 Jul

01-1 Aero Club Flight Training Center Operations
14 Dec

Air Mobility Command

Master Sgt. Kelvin R. Hessling DSN 779-0547/0464

kelvin.hessling@scott.af.mil

Currently no SIIs scheduled

Air Combat Command

Kathy A. Davis DSN 574-8710

kathy.davis@langley.af.mil

Currently no SIIs scheduled

Air National Guard

Senior Master Sgt. Raymond Carney DSN 327-2507

raymond.carney@ngb.ang.af.mil

Currently no SIIs scheduled

Air Force Materiel Command

Maj. Julie Wittkoff DSN 986-2253

julie.wittkoff@wpafb.af.mil

02-A Foreign Disclosure Operations 31 Oct

Air Force Special Operations Command

Maj. Margaret N. Fleming DSN 579-4162

margaret.fleming@hurlburt.af.mil

01-01 AFSOC Tactics Program 1 Feb

Air Force Reserve Command

Senior Master Sgt. Evelyn Mendies DSN 497-1509

evelyn.mendies@afrc.af.mil

Currently no SIIs scheduled

United States Air Forces in Europe

Master Sgt. Thomas J. Pieknik DSN 480-2356

thomas.pieknik@ramstein.af.mil

00-001 Munitions Accountability 1 Feb

02-001 Inspection of N95 Respirators and Nitrile Gloves
1 Jun 04

Pacific Air Forces

Chief Master Sgt. Karen Pickering DSN 449-3908

karen.pickering@hickam.af.mil

01-003 Mandatory Use of AFWay 31 Oct

02-001 In-Transit Visibility 31 Dec

02-002 Basic Aircrew Knowledge 31 May

Air Force Space Command

Senior Master Sgt. Ronald W. Sherrill DSN 834-4936

ronald.sherrill@peterson.af.mil

Currently no SIIs scheduled

Medical SIIs

Col. Donald S. Geeze DSN 246-2535

donald.geeze@kirtland.af.mil

Currently no SIIs scheduled

Unless otherwise noted, the year of expiration is 2003..



FOAs & DRUs

Here are direct reporting units and field operating agencies subject to Air Force Inspection Agency Compliance Inspections.*

A year ago, AFIA implemented a beefed-up CI concept that provides oversight of certain mandatory items and mission areas. See *TIG Brief*, July - August 2002.

- 11th Air Base Wing
- Agency for Modeling and Simulation
- Air National Guard Readiness Center
- Audit Agency
- Base Conversion Agency
- Center for Environmental Excellence
- Civil Engineering Support Agency
- Command and Control & Intelligence, Surveillance and Reconnaissance Center
- Communications Agency
- Cost Analysis Agency
- Doctrine Center
- Flight Standards Agency
- Frequency Management Agency
- Historical Research Agency
- Inspection Agency
- Logistics Management Agency
- Manpower and Innovation Agency
- Medical Support Agency
- National Security Emergency Preparedness Agency
- Operational Test and Evaluation Center
- Pentagon Communications Agency
- Personnel Center
- Safety Center
- Security Forces Center
- Services Agency
- United States Air Force Academy
- Weather Agency

**Editor's note:
The official names
of most of these
organizations begins
with "Air Force." We
shortened the names
to streamline the list.*



Investigating Officer

TOOLKIT VERSION 2.0

*New and Improved
Training Resource*

Maj. Jeff Hurlbert SAF/IGQ DSN 425-1541

Are you looking for a trained investigating officer (IO)?

AFI 90-301, *Inspector General Complaints*, levies the responsibility for training IOs on installation IGs. Whether it's for an inspector general (IG) investigation, commander-directed investigation (CDI), or other administrative inquiry, check out SAF/IGQ's newest training asset, the IO Toolkit, now in version 2.0, for a rock-solid, anytime, anywhere IO training resource. Go to <http://www.ig.hq.af.mil/igq>, then click on the "Investigating Officer Toolkit" link.

Version 2.0 includes significantly enhanced instructional blocks with 50 percent faster page loads than the previous edition.

One of the biggest challenges facing the IG complaints system is the timeliness of our investigations. A complainant who walks in today may not get an answer for several months or more. Not only does the complainant remain in limbo regarding an answer to their concerns, but just as importantly the subject is indeterminately held hostage to the investigation.

Naturally, this is not the best way to build confidence in the IG system. Recognizing this timeliness challenge and the critical role that having a well-trained IO plays in expeditiously completing investigations, SAF/IGQ developed the IO Toolkit.

The goal is to provide an educationally sound, student-centered learning experience by breathing life into AFI 90-301 as well as the SAF/IGQ *Investigating Officer's Guide*. Accordingly, the IO Toolkit links a wide variety of learning topics together in a logical and sequential order. The toolkit's purpose is twofold:

- Provide a just-in-time training resource for field IGs to use in training IOs.
- Serves as a ready resource to which an IO may refer throughout the course of an investigation.

The IO Toolkit was designed to walk an IO through an investigation from cradle to grave. As such, it's made up of five interrelated instructional modules (*What's Expected, Getting Started, Gathering*

Evidence, The Report, and Collateral Issues).

Visiting the IO Toolkit, you'll find a robust computer-based learning resource containing more than 225 html pages, 19 supported file references, and nearly 1,000 hyperlinks.

The IO Toolkit was highlighted at the 2002 SAF/IGQ Worldwide Training Conference and has received rave reviews from field IGs as well as the Air Force legal community.

Whether you've previously used the IO Toolkit or you've never seen it before, go on line. Then let us know what you think and tell us what we can do to make it more useful for you.

Version 2.0 is a true Total Force product. First Lt. Keith Murphy made it happen with his technical expertise. He is a National Guardsman with the 192nd Fighter Wing out of Sandston, Va., on temporary duty with SAF/IGQ. ★

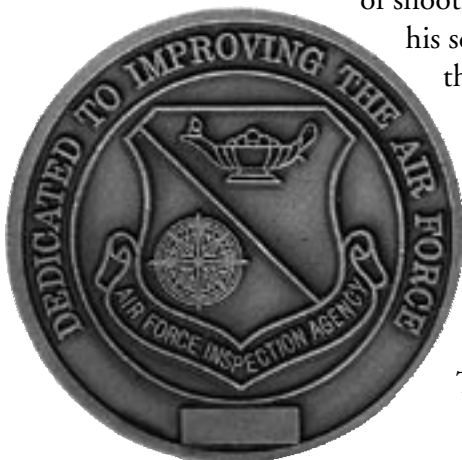
Major Hurlbert is an OSI agent presently serving as chief, Training Development and Support, SAF/IGQ.



History of the Challenge Coin

Editor's Note: The Air Force Inspection Agency has a proactive Challenge Coin program, ensuring that everyone receives an AFIA coin with a history of the tradition. *TIG Brief* passes along these words from the certificate.

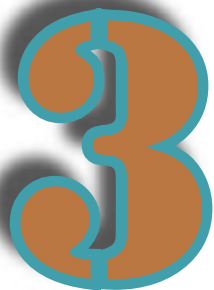
During World War I, American volunteers from all parts of the country filled the newly formed flying squadrons. Some were wealthy scions attending colleges such as Yale and Harvard who quit in midterm to join the war. In one squadron, a wealthy lieutenant ordered medallions struck in bronze with the squadron emblem for every member of his squadron. He himself carried his medallion in a small leather pouch about his neck. Shortly after acquiring the medallions, this pilot's aircraft was severely damaged by ground fire. He was forced to land behind enemy lines and was immediately captured by a German patrol. To discourage his escape, the Germans took all of his personal identification except for the leather pouch. In the meantime, he was taken to a small French town near the front. Taking advantage of a bombardment that night, he donned civilian clothes and escaped. However, he was without personal identification. He succeeded in avoiding German patrols and reached the front lines. With great difficulty he crossed no man's land. Eventually, he stumbled onto a French outpost. Unfortunately, the French in this sector of the front had been plagued by saboteurs who sometimes masqueraded as civilians and wore civilian clothes. Not trusting the young pilot's American accent, the French thought him to be another German saboteur and made ready to execute him. Just in time, he remembered his leather pouch containing the medallion. He showed the medallion to his would-be executioners. His French captors recognized the squadron insignia on the medallion and delayed long enough to confirm his identity. Instead of shooting him, they gave him a hot meal and a bottle of wine. Back with his squadron, it became a tradition to ensure that all members carried their medallion or coin at all times. This was accomplished through a challenge in the following manner: a challenger would ask to see the coin. If the challenged member could not produce his coin, he was required to purchase a drink of choice for the member who had challenged him. If the challenged member produced his coin, then the challenging member was required to pay for the drink. This tradition continued throughout the war and for many years after, while surviving members of the squadron were still alive. The (*your unit name here*) proudly continues this tradition today. ★



A few of our favorite coins

A crossroads unit like the Air Force Inspection Agency sees a lot of coins accumulate among its members, who have been there, done that, averaging 18 years on active duty. Clockwise from top: the front and flip sides of this dogtag-type coin of the 35th Security Forces Squadron; the falcon (you were expecting an eagle?) dominates the 10th Air Base Wing's Award of Excellence; green, yellow and blue distinguish the Air Force Occupational Measurement Squadron coin; the elegant gold face of this chief's coin belies the flip side (not shown), which is a riot of stripes; you wouldn't take a wooden nickel, but you would take a wooden coin from the 3815th Training Squadron (the unit thoughtfully converted to wood so its well-traveled students wouldn't trigger metal detectors); and as far as the 58th Special Operations Wing is concerned, Pave Low helicopters don't just rule—they lead.





3 great Air Force sites for Best Practices & other ideas that work

<https://www.afmia.randolph.af.mil/mip/afbp>

This is *the* place to go for Best Practices. The Air Force Manpower and Innovation Agency operates the official Air Force Best Practices Clearinghouse.



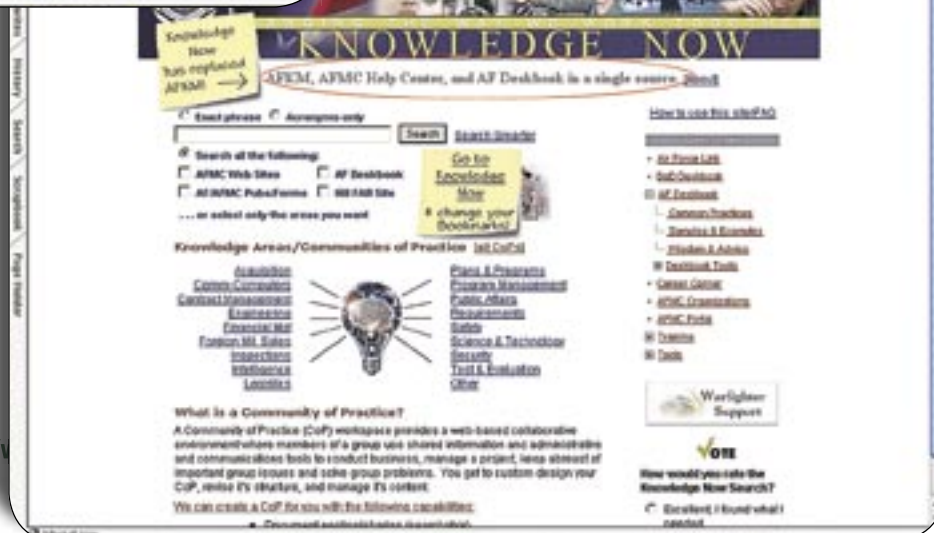
<https://www-4afia.kirtland.af.mil/Eagle-Looks/el-index.htm>

Most pages of the management reviews published by the Air Force Inspection Agency are “for official use only,” but every Eagle Look also has unclassified pages listing Best Practices identified by AFIA teams.



<https://afkm.wpafb.af.mil>

Knowledge Now, formerly the Air Force Knowledge Management web site, has evolved from a lessons-learned repository into a sophisticated hub for “communities of practice” (CoP), providing a collaborative environment for everything from acquisition to public affairs to test and evaluation.



IG dictionary

DEFINITIONS PER AIR FORCE INSTRUCTION 90-201, *INSPECTOR GENERAL ACTIVITIES*, AND AIR FORCE POLICY DIRECTIVE 90-3, *INSPECTOR GENERAL — THE COMPLAINTS PROGRAM*

ABUSE OF AUTHORITY — An arbitrary or capricious exercise of power by a military member or a federal official or employee that adversely affects the rights of any person or that results in personal gain or advantage to themselves.

COMPLIANCE INSPECTION — Evaluations of unit compliance with higher headquarters directives. They focus primarily on those items identified across major commands, field operating agencies and direct reporting units and functional staffs, and those actions required by law, executive orders, Department of Defense directives and safety guidelines that, if not complied with, could result in significant legal liability, penalties or significant mission impact.

COMPLAINT — An allegation or set of allegations that asserts a wrong or violations of law, regulations, instruction, policy, procedures or rules, or reports conditions detrimental to the operation, mission or reputation of the Air Force.

CONTRACTED SUPPORT ACTIVITY INSPECTIONS — CSAIs evaluate contractor compliance with contract requirements. They may be conducted in conjunction with an ORI, CI or NSI. When conducted, CSAI reports are published separate from other inspection reports.

EAGLE LOOK — An independent and objective management review conducted by AFIA of key Air Force-wide processes requested by senior leadership. Each Eagle Look normally culminates with a written report and executive briefing which includes recommendations, results and follow-up intended to improve operations, support and acquisition functions. Eagle Look topics are provided and sponsored by Air Force senior leadership, yet can be submitted by any Air Force member. Topics related to readiness issues take priority over other topics. Program deficiencies are identified in Eagle Look findings. Follow-up is conducted based on mutual agreement between AFIA and the Air Staff/major command process owner. The goal of follow-up is to ensure positive change for the Air Force.

FRAUD — Any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force for an individual a benefit, privilege, allowance or consideration to which he or she is not entitled.

HEALTH SERVICES INSPECTION — HSIs assess the functioning and execution of Air Force Medical Service (AFMS) programs and processes at the local level [active duty, Air Reserve Component (ARC) and aeromedical evacuation (AE) units] in order to provide senior leadership with accurate data upon which to base policy decisions. HSIs also assess the ability of Air Force medical units to fulfill their peacetime and wartime missions, including provision of medical care and support of the host wing. The Air Force Inspection Agency's Medical Operations Directorate (AFIA/SG) derives criteria from health care policies of the Office of the Assistant Secretary of Defense for Health Affairs, the Air Force Surgeon General and various civilian medical oversight agencies. AFIA/SG updates and distributes inspection guides to assist inspectors and medical units. Ratings are based on a medical unit's performance of expeditionary medical operations and in-garrison medical operations. Inspections occur at active-duty treatment facilities on a short-notice basis an average of every three years (12 to 48-month window; mean 36 months); ARC and AE medical units are inspected every four years. Active-duty units are given a two- to four-week notice of inspection, shifting emphasis from inspection preparedness to sustained performance, providing Air Force leadership a more accurate mission readiness picture.

INVESTIGATION — A duly authorized, systematic, detailed examination to

uncover the facts and determine the truth of a matter. IG investigations are administrative in nature. They are fact-finding rather than judicial proceedings. They are not criminal proceedings in which proof beyond a reasonable doubt is required. Rather, the standard of proof that applies is proof by a preponderance of evidence.

NUCLEAR SURETY INSPECTION — An NSI is an evaluation of a unit's capability to manage nuclear resources while complying with all nuclear surety standards. An NSI may be combined with other MAJCOM inspections to reduce the number of unit inspections. Where two or more MAJCOMs share nuclear surety responsibilities at one base, Multi-MAJCOM NSIs (MMNSI) are encouraged to ensure host-tenant responsibilities are fully assessed and properly integrated. Either the host or tenant MAJCOM may perform these inspections with the concurrence of, and augmentation from, the other MAJCOM. An NSI of each nuclear-capable unit must be conducted at least every 18 months. All inspection requirements must be completed within 18 months after completing the last NSI. All phases must be completed within 120 calendar days. If a unit does not meet the 18-month inspection requirement and is not granted a waiver, they will be decertified.

OPERATIONAL READINESS INSPECTION — ORIs are used to evaluate the ability of units with a wartime or contingency mission to conduct assigned operational missions. Units are evaluated on how well they respond, employ forces, provide mission support, and survive and operate in a hostile environment. ORIs are evaluations of a unit's ability to perform Designed Operational Capability (DOC)/Mission Essential Task List (METL)-associated taskings and assigned OPLAN taskings.

RATING SYSTEMS — A five-tier rating system consists of the grades Outstanding, Excellent, Satisfactory, Marginal and Unsatisfactory. Where applicable, a simplified tier system, such as combat ready/not combat ready, mission ready/not mission ready, in compliance/not in compliance, pass/fail, satisfactory/unsatisfactory, etc. or any of the above with comment as a third tier may be used.

REPRISAL — Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action on a military member for making or preparing a protected disclosure.

SPECIAL INTEREST ITEM — The SII process provides a means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field. It can also be used to determine the degree of compliance with directives, policies and procedures, gather information on known or suspected problems, identify specific deficiencies or to confirm a problem has been resolved. Functional staffs analyze feedback from SIIs to facilitate decision-making and policy adjustments. SAF/IG is the approval authority for Air Force SIIs. MAJCOMs may establish MAJCOM-specific SIIs for subordinate units. However, MAJCOM SIIs will not conflict with or supersede Air Force SIIs.

UNIT SELF-INSPECTION — The intent is to provide commanders with a tool for internal assessment of unit health and to complement external inspections and assessments. Self-inspection programs should be tailored to each unit's structure and mission, and contain mechanisms to ensure adequate coverage of the organization's mission, resources, training and people programs. Mechanisms may consist of periodically administered checklists, quality control reviews, internal audits, functional inspections, management information systems, numerical summaries, analysis programs, etc. 🌟

IG HISTORY

1777

The Continental Congress passes this resolution: "It is essential to the promotion of discipline ... and to the reformation of the various abuses which prevail in the different departments, that an appointment be made of inspectors general, agreeable to the practice of the best disciplined European Armies ... That this appointment be conferred on experienced and vigilant general officers who are acquainted with what ever relates to the general economy, maneuvers and discipline ..."

1927

The Army Air Corps establishes the Inspection Division. It will evolve to become the Air Force Inspection Agency.

1948

The Air Force chief of staff designates the Office of the Inspector General to oversee all inspection and safety functions.

The 1950s

At Norton AFB, Calif., the 1002nd Inspector General Group combines both functions. The deputy inspector general for inspection and safety commands the group.

1971

The Air Force Inspection and Safety Center (AFISC) is activated, replacing the 1002nd IG Group.

1991

The Air Force Divides AFISC into the Air Force Inspection Agency and Air Force Safety Agency.

1993

Both organizations move to Kirtland AFB, N.M., when Norton is closed.

1960 - PRESENT

Inspection philosophy undergoes a number of changes, moving from hard-nosed compliance to consultation to today's varied approaches, incorporating the Core Competencies as well as concepts of AEF, the Air and Space Expeditionary Force. ★

Maj. Gen. Hugh Knerr,
first Inspector General
of the Air Force

A-76 Independent Review Officer Jul-Aug 13
 ABSS (Automated Business Services System)
 Purchase Requests May-Jun 12
 ADAPT (Alcohol and Drug Abuse Prevention and Treatment) May-Jun 14
 AEF Construct (Eagle Look) Mar-Apr 10
 AFAA Mission Jan-Feb 10
 AF Audit Agency Mission Jan-Feb 10
 AFI 90-201 (*IG Activities*) Modified May-Jun 10
 AF Inspection Agency Mission Jan-Feb 8
 AF Base Conversion Agency Mission Mar-Apr 6
 AF IG (Secretary of the Air Force IG) Mission Jan-Feb 7
 AF Manpower and Innovation Agency Nov-Dec 9
 AF Medical Operations Agency Mission Jan-Feb 11
 Aid Society Expands for Reservists Mar-Apr 7
Aircraft Maintenance Data (AMD) Collection and Use (Eagle Look) Mar-Apr 10
 Allen, Maj. Jamie Sep-Oct 20
 AMC's Response to Attack on America Mar-Apr 4
 AMMO (Munitions Activities) Checklist May-Jun 18
 ANG: Noble Eagles Fighting for Enduring Freedom May-Jun 4
 Awards and Decorations FAQs Mar-Apr 14
 B-17 Flying Fortress Sep-Oct 22
 B-24 Liberator Jul-Aug 22
 Back Issues on Web Jul-Aug 7
 Benjamin, Maj. Warren "Fang" Nov-Dec 21
 Bergen, Mr. William J. May-Jun 20
 Best Practices (All *TIG Brief* Editions) 12
 Best Practices Clearinghouse (AFMIA) Nov-Dec 9
 Bragg, Master Sgt. Larry E. May-Jun 20
 Brooker, Maj. John Mar-April 16
 Brubaker, Brig. Gen. David A.: ANG, ONE and OEF May-Jun 4
 C-17 Crew Chief Orientation Program May-Jun 12
 CACTIS Replaced by I2MS (OSI) May-Jun 9
 CCCAs (Common Core Compliance Areas) May-Jun 10
 CMSAF Murray Interview Nov-Dec 18
 Child Care, Extended Duty Mar-Apr 07
 Child Find Team, Lakenheath Jul-Aug 12
 Civil War IGs Cooper and Marcy Jan-Feb 18
 Civil War Rating System (4-Tier) Jan-Feb 19
 Community Prevention Sep-Oct 18
 Complaints About IG Jul-Aug 22
 Complaints Trend Improves Jul-Aug 3
 Compliance Inspections for FOAs, DRUs Jul-Aug 10
 Compliance Inspection Schedule Nov-Dec 22
 Conundrum Training Software Mar-Apr 13
 Cooper, Gen. Samuel Jan-Feb 9
 Counterintelligence (OSI) Jan-Feb 9
 Criminal Investigations (OSI) Jan-Feb 9
 Dean, Senior Master Sgt. James Jul-Aug 20
 DeBates, Master Sgt. David J. May-Jun 21
 Dickensheets, Capt. Deborah L. May-Jun 21
 Dictionary (IG) Jan-Feb 16
 DIG (Deputy Inspector General) Maj. Gen. Jeffrey Musfeldt Sep-Oct 3
 Dining, Flightline (Audit) Sep-Oct 7
 Doctrine Center, Air Force Jul-Aug 8
 Drug and Alcohol Abuse Prevention and Treatment (ADAPT) May-Jun 14
 Eagle Eyes OSI Program Nov-Dec 3

Eagle Looks List for Fiscal 2001 Jul-Aug 21
 EDIS (Educational and Developmental Intervention Services) Jul-Aug 14
 Employment Rights (Reservists) Jan-Feb 20
Facility Investment Metric Program (Eagle Look) May-Jun 6
 Family Care Plans Sep-Oct 16
FIM (Facility Investment Metric) Program (Eagle Look) May-Jun 6
 Firefighters Foundation Sep-Oct 13
 Firing: Does the IG Have the Authority to Fire Someone? May-Jun 22
 First Sergeants Guide Sep-Oct 12
 Flynn Awards May-Jun 21
 Force Employment Training Mar-Apr 12
 Frequent Flyer Miles May-Jun 16
 Fuel Taxes, Range Ground (AFAA Audit) May-Jun 8
 Hamilton, Lt. Col. Gary Jul-Aug 20
 Handy, Gen. John W., AMC Response to Terror Mar-Apr 4
 HAZMAT Delivered Just in Time Jul-Aug 12
 Homeland Security, AF Directorate's Mission Sep-Oct 4
 HQ Air Force Staffs Reorganize Mar-Apr 7
 HSIs and Self-Inspection Jul-Aug 6
 HSI Root Cause Analysis Nov-Dec 8
 Hudson, Chief Master Sgt. Wesley Mar-April 17
 Identity Theft (OSI) Mar-Apr 8
 IG Activities (AFI 90-201) Modified May-Jun 10
In-Transit Visibility (Eagle Look) Nov-Dec 10
 Index of TIG Brief Articles for 2001 Mar-Apr 3
 Information Operations Division Mar-Apr 13
 Inspector's Course Jan-Feb 6
 Intelligence Oversight Sep-Oct 10
 Intrusion Detection System (Audit) Mar-Apr 9
 Lawhead, Maj. Peter S. May-Jun 20
 Leaf Awards May-Jun 21
 Leave Administration, Military (Audit) Sep-Oct 7
 Legal Assistance Nov-Dec 16
 Legal Sufficiency Sep-Oct 22
 MAJCOM IGs Jan-Feb 14
 Marcy, Randolph Jan-Feb 8
 Mayo, Master Sgt. Bill Mar-April 16
 Missile Field Utilities Audit Nov-Dec 6
Missiles Field Users Newsletter May-Jun 13
 Mission Areas in AFI 90-201 May-Jun 11
 Munitions Activities Checklist May-Jun 18
 Munitions, Clearing Range Sep-Oct 12
 NAF Background Checks (AFAA Audit) May-Jun 8
 Nardi, Lt. Col. Phil Mar-April 16
 Natural Gas Ground Fuels Payments (Audit) Mar-Apr 9
 Nicholson, Lt. Col. Scott Mar-April 17
 Nuclear Information, Unclassified Mar-Apr 18
 ORI Best Practices Nov-Dec 12
 ORIs Continue During Terror War (From the Top) May-Jun 3

OSI

Agent Training Moves Mar-Apr 8
 Civilian Agents at War Nov-Dec 14
 Cold War Exhibit Nov-Dec 7
 Contracting Team Jul-Aug 9
 Drug Dealer's Road to Prison May-Jun 9
 Environmental Testing Fraud Sep-Oct 9
 Foreigners Assaulted Jul-Aug 9
 Homeland Security, AF Directorate (OSI Joins) May-Jun 9
 Investigative Information Management System (I2MS) May-Jun 9

Joint Defense Criminal Investigations Office Jul-Aug 9
 Kadena AB Murder Investigation Nov-Dec 7
 Mexico Fugitive Captured Sep-Oct 9
 Mission Jan-Feb 9
 Strategic Plan Nov-Dec 7
 Training Division, New Sep-Oct 9
 Transformation Nov-Dec 4
 P-61 Black Widow Nov-Dec 22
 Personnel Security Oversight Audit Nov-Dec 6
 PFRP (Personal Financial Responsibility Program) and Failing to Pay Debts Jul-Aug 16
 Prescriptions by E-mail Sep-Oct 13
 Prior Year Obligations (Audit) Jul-Aug 7
 Public Affairs Media Card Mar-Apr 12
 Phone Book (IG) Jan-Feb 12
 PME (Enlisted) Policy Changes May-Jun 7
Post-Award Risk Management in Weapon System Acquisitions (Eagle Look) May-Jun 6
 Rating System, Civil War Jan-Feb 18
Readiness, Measuring and Reporting (Eagle Look) Sep-Oct 6
 Real Property Classification (Audit) Mar-Apr 9
 Reemployment Rights (Reservists) Jan-Feb 20
 Relocation Subject-Matter Experts May-Jun 13
 Reorganizing AF Staffs Mar-Apr 7
 Reservists Qualify for Aid Society Financial Aid Mar-Apr 7
 Resource Protection Audit Nov-Dec 6
 ROTC Unit Ops Plan May-Jun 13
 SAF/IG Mission Jan-Feb 7
 SATE (Security Awareness Training and Education), Tracking Jul-Aug 13
 Secretary of the Air Force James Roche on Strategy, People, Efficiency and Acquisition Jan-Feb 4
 Sexual Misconduct (OSI) Mar-Apr 8
 Security Program Management (Audit) Sep-Oct 7
 Shoplifting Loss Recovery (AAFES) May-Jun 7
 SIIs (Special Interest Items) Jan-Feb 15
 Spares Packages, Readiness (AFAA Audit) May-Jun 8
 Special Pay (Audit) Sep-Oct 7
 Suicide Prevention Mar-Apr 11
Systems Acquisition, Interoperability in (Eagle Look) Sep-Oct 6
 T-37 Tweet May-Jun 22
 TACCSF (Theater Aerospace Command and Control Simulation Facility) Sep-Oct 8
 Telecommunications Quality Assurance (Audit) Jul-Aug 7
 Telephone Units, Secure (Audit) Jul-Aug 7
 Tell the Air Force Story (SAF/PA) Jul-Aug 4
 Thrift Savings Plan for Military Mar-Apr 20
 Transformation, Focus On (SECAF) May-Jun 7
 Travel Web Sites Jan-Feb 22
 TSP for Military Mar-Apr 20
 UCNI (Unclassified Nuclear Information) Mar-Apr 18
 USERRA (Uniformed Services Employment and Reemployment Rights Act) Jan-Feb 20
 VanBuren, Master Sgt. Anthony Nov-Dec 21
 Voting Assistance Program Nov-Dec 20
Weapon System Acquisitions (Eagle Look) May-Jun 6
 Weather Board, Tactical Jul-Aug 13
 Whistleblower Protection Act Sep-Oct 14
 WRM (War Reserve Materiel) Jul-Aug 18
 Wyatt, Senior Master Sgt. Stephen Sep-Oct 20

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